



## United States Department of the Interior

NATIONAL PARK SERVICE

Yosemite National Park

P.O. Box 577

Yosemite, California 95389

IN REPLY REFER TO:

C6210 (YOSE-BRM/Y4-16)

MAR 04 2019

Mr. Robert E. Concienne  
Vice President – Operations  
Yosemite Hospitality  
P.O. Box 306  
Yosemite National Park, California 95389

Dear Mr. Concienne:

Your 2018 Annual Overall Rating (AOR) is enclosed with this letter. This AOR is a reflection of your activities from January 1, 2018 through December 31, 2018. Your final AOR score for the 2018 season is 69.0, which translates to a “marginal” rating.

As you are aware, concessioners should not receive approval for a rate increase if they have an AOR score of marginal or unsatisfactory. Such scores represent failure for the concessioner to substantially meet visitor service standards and/or administrative requirements. While your score merits withholding rate approvals for the 2019 operating season, we are willing to allow conditional rate approvals to proceed given the following stipulations.

The Visitor Transportation System (VTS) must operate with a high degree of service and reliability going forward. As you are aware, we have received a substantial number of complaints related to the VTS in 2018, with visitors reaching a point of frustration that would compel unsafe behavior in the form of human chains and other angry behavior towards your shuttle drivers and fellow visitors. This cannot happen anymore. You must provide sufficient staff to operate and maintain a working VTS to the satisfaction of the National Park Service as reflected in the approved 2019 VTS budget.

You must adhere to the contract compliance items specified in your contract including submission of required reports and deliverables, charging correct rates, appropriate staffing, and providing required and authorized services on agreed opening and closing schedules and hours of operation.

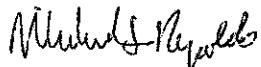
While some degree of visitor complaints are to be expected, we expect your visitor satisfaction scores to remain above 60 percent. As we have discussed in previous settings, if scores fall below 60 percent, we will require detailed visitor comments, and may require you to implement a paper comment card system.

You must meet visitor service standards and administrative requirements for the remainder of 2019.

All rate approvals issued from the date of this letter for the remainder of the 2019 operating season will be conditional based upon the stipulations mentioned above. If the National Park Service determines that the stipulations are not being met by June 1, 2019, rate approvals issued from the date of this letter may be rescinded and additional rate increase requests will not be considered for the remainder of 2019. If the stipulations are met as of June 1, 2019, but do not continue throughout the year, rate approvals issued from the date of this letter may be rescinded and additional rate increase requests will not be considered for the remainder of 2019. All rescinded rate approvals will revert to 2018 amounts.

The National Park Service appreciates your continued commitment and effort to effectively serve both the public and the local community. We are choosing to allow this grace period because of the great partnership demonstrated by you and your staff. Your efforts during the Ferguson Fire and recent storms at the beginning of 2019 give us hope that you can turn operations around, and that we will not need to withhold rate increase approvals in 2019 nor in the future. We look forward to your improved performance this year, and to you receiving a superior score in 2019. If you have questions, please contact Concessions Management Chief David Miyako at (209) 372-0274.

Sincerely,



Michael T. Reynolds  
Superintendent

**Department of the Interior  
National Park Service - Commercial Services Program (CSP)**

**Annual Overall Rating Workbook**

Version 12.19.2017



**Purpose/Description**

The CSP conducts annual evaluations of each concession operation to ensure that concessioners are complying with their contracts and meet all NPS operational performance, environmental management, asset management, risk management, public health and administrative compliance standards. This workbook provides forms for the evaluation process, and automatically calculates an Annual Overall Rating (AOR) score that reflects the concessioner's current performance.

**Workbook Instructions**

Concession specialists should fill in the yellow highlighted cells on all applicable forms. For example, Public Health may not apply if the contract does not include Food and Beverage, Bathhouses, or Swimming Pools; and Asset Management may not apply if there are no NPS facilities assigned to the concessioner. Once all applicable forms are completed, the tool will automatically calculate an AOR score in the 10-AOR Tab.

Note: The user must complete tab "Contract Information" in order to activate automatic scoring throughout the Workbook.

If you have an issue with your AOR Workbook or need any assistance in completing the AOR, please contact: [cs\\_cm\\_helpdesk@nps.gov](mailto:cs_cm_helpdesk@nps.gov).

**Additional Instructions**

**Printing and Signing AOR**

When all tabs of the this workbook are completed, the Annual Overall Rating page (10-AOR) must be printed out and signed by both the superintendent and concessioner. To do this:

- 1) Navigate to the 10-AOR tab.
- 2) Print the page:
  - a) Select File > Print on the top left of the screen
  - b) Under Print Settings, select it to "Print Active Sheet", and print Pages 1 to 1
  - c) Click Print
- 3) Once the form is printed, manually sign the appropriate signature blocks on the page.
- 4) Once signed, scan the document as a PDF and save to your desktop.
- 5) Insert the signed PDF page as an image into this workbook:
  - a) Open the PDF in Adobe or a similar PDF viewer
  - b) Copy the PDF page as an image using one of the following methods:
    - i) Take a screenshot
    - ii) Use the "Snapshot" tool under the "View" tab (Adobe)
    - iii) Save the PDF as a image file
  - c) Navigate to the "Signed AOR" tab in this workbook and select Cell B2
  - d) Paste the PDF image onto the page

If you wish to print all pages of this workbook, use the following instructions:

- 1) Select File > Print on the top left of the screen.
- 2) Under Print Settings, select it to "Print Entire Workbook".
- 3) Click Print.

Alternatively, you can print each page individually using the following instructions:

- 1) Select File > Print on the top left of the screen.
- 2) Under Print Settings, select it to "Print Active Sheet".
- 3) Click Print.

Inserting a PDF or External Document into the AOR

- 1) Select the desired location (or cell) to insert the document.
- 2) Go to the Insert tab at the top of the ribbon toolbar.
- 3) Click Object, which is listed under the "Text" options.
- 4) Choose the specific document format that you want to insert.
- 5) Select the desired document from your computer files.
- 6) Click Open.

**Table of Contents**

No. / Form	Page	Description/Responsibility
0	<a href="#">Instructions and Table of Contents</a>	Current Page
1	<a href="#">Contract Information</a>	Background information on the concessioner and the evaluation criteria. <b>This form must be filled out prior to any of the other forms.</b>
10-AOR	<a href="#">Annual Overall Rating</a>	Final AOR Results Summary Page.
10-ADM	<a href="#">Administrative Compliance</a>	Assessment of whether the concessioner is meeting all of the standards and clauses outlined in their contract.
10-OPR	<a href="#">Operational Performance</a>	Based on periodic evaluations of services offered by the concessioner.

<b>10-PHP</b>	<a href="#">Public Health</a>	Completion of the Year-End Summary for Public Health Program Rating
<b>10-RMP</b>	<a href="#">Risk Management Program</a>	Evaluation of concessioner's current Risk Management Program
<b>10-EMP</b>	<a href="#">Environmental Management Program</a>	Evaluation of concessioner's current Environmental Program
<b>10-AMP</b>	<a href="#">Asset Management Program</a>	Evaluation of concessioner's current Asset Management Program

# United States Department of the Interior - National Park Service

## Annual Overall Rating Report

### *Contract Information*

**Instructions:** Fill in the corresponding contract information.

*Note: To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.*

Year of Operation: **2018**

Park	YOSE	Contract Term Effective Dates	3-1-16 TO 12-31-2031
Concessioner Name	Yosemite Hospitality L.L.C.	Concessioner Doing Business As	Yosemite Hospitality L.L.C.
Contract Number	CCYOSE004-16		
Evaluator Name	Linda Niles-Sheetz	Date of Review	2/13/2019

Please indicate below whether the following criteria areas apply to the concessioner being evaluated

Program Area	Applicability (Yes/No)
Environmental	Yes
Public Health	Yes
Asset Management	Yes

Applicable to all 1998 Law Contracts

Applicable to contracts with one or more of the following services: food & beverage, swimming pools, and thermal baths

Applicable to all Category I and II Contracts

### Service Types

**Instructions:** Add an X next to all applicable service category provided under this Contract. Scroll over service category for a list of all sub-categories.

Air	<input type="checkbox"/>	Lodging	<input checked="" type="checkbox"/>
Automobile Services	<input checked="" type="checkbox"/>	Other	<input checked="" type="checkbox"/>
Boats	<input checked="" type="checkbox"/>	Recreation	<input type="checkbox"/>
Food and Beverage (F&B)	<input checked="" type="checkbox"/>	Retail	<input type="checkbox"/>
Horse & Mule	<input checked="" type="checkbox"/>	Transportation	<input checked="" type="checkbox"/>
Land	<input checked="" type="checkbox"/>	Water	

*Please see **Tab "Instructions and TOC"** for instructions on inserting a signed AOR.*

**United States Department of the Interior - National Park Service**  
**Form 10-AOR - Annual Overall Rating Report**

Year of Operation: 2018

Park: YOSE

Contract Term Effective Dates: 3-1-16 TO 12-31-2031

Concessioner Name: Yosemite Hospitality L.L.C.

Concessioner DBA: Yosemite Hospitality L.L.C.

Contract Number: CCYOSE004-16

**Table 1: AOR Score**

Category	Scores	Adjusted Scores	Rating
Administrative Compliance (10-ADM)	67.7	49.0	Unsatisfactory
Operational Performance (10-OPR)	88.4	88.4	Satisfactory
Public Health (10-PHP)	95.2	95.2	Satisfactory
Risk Management (10-RMP)	91.7	91.7	Superior
Environmental Management (10-EMP)	100.0	100.0	Superior
Asset Management (10-AMP)	89.5	89.5	Satisfactory

AOR Score

88.7

Adjusted AOR Score

69.0

Rating

Marginal

Superior = 90 – 100  
Satisfactory = 70 – 89  
Marginal = 50 – 69  
Unsatisfactory = ≤49

**Notes:**

- The final AOR score is the average of all applicable category scores. The Adjusted AOR Score is used for ADM, PHP, RMP and EMP (see individual pages for details).
- If the Concessioner receives an Unsatisfactory on any of the forms, the final AOR score is capped at 69 and final AOR rating can not exceed Marginal.
- If the Concessioner receives a Marginal on any of the forms, the final AOR score is capped at 89 and final AOR rating can not exceed Satisfactory.
- If a periodic evaluation (10-OPR) has not been completed for the contract during the year of operation, the final AOR score is capped at 89 and final AOR score can not exceed Satisfactory.

**Table 2: Superintendent Approval / Signature**

**Superintendent Approval / Signature**

**Instructions:** The park superintendent has the authority to adjust the final concessioner AOR rating. Please use the space below to enter the final superintendent-approved rating. If the rating has been altered from the calculated rating (shown above), please also include notes to explain why the change occurred. Please see Tab "Instructions and TOC" for instructions on signing AOR.

Superintendent Approved Rating

69.0

**Narrative** (explain reasoning for any changes made by the superintendent)

Superintendent's Signature



Date

3/4/19

Concessioner Signature  
(to signify receipt of rating)



Date

3/7/19

**Table 3: Evaluation Narratives**

<b>Evaluation Narratives</b>	
<b>Instructions:</b> Narrative assessment and comments on the Concession Annual Overall performance for the year are mandatory. Please use the outline below to organize the narratives. Enter "N/A" under outline headers which are not applicable.	
If you wish to attach a separate document to this Workbook as supporting materials, please see the instructions located on Tab "Instructions and TOC". Refer to any attachments in the space provided below. Please also use attachments if your text does not fit inside the boxes below.	
<i>Hint: To start a new paragraph in the comments area, hold the ALT key and hit enter twice, then continue typing the next paragraph.</i>	
<b>CFIP / Construction / Repair and Maintenance Reserve or Rehab Projects</b>	Yosemite Valley Lodge Food Court (Basecamp) was completed on March 15, 2018, which was 15 days past the contract established deadline of February 28, 2018.
<b>Leasehold Surrender Interest / Possessory Interest</b>	No Leasehold Surrender Interest was requested nor authorized in 2018.
<b>Franchise Fees</b>	Franchise fees were paid in accordance with the contract.
<b>AFR</b>	The AFR was submitted on time for 2018.
<b>Insurance</b>	(b) (4)
<b>Risk Management</b>	The Risk Management Program evaluation report rating for 2018 was "Superior" with an adjusted score of "95.8." The attached Risk Management Program evaluation report form (10-RMP) contains further information about the concessioner's 2018 activities.
<b>Environmental Management</b>	The Environmental Management Plan evaluation report rating for 2018 was "Superior" with an adjusted score of "100.0." The attached Environmental Management Plan evaluation report form (10-EMP) contains further information about the concessioner's 2018 activities.
<b>Public Health</b>	The Public Health Program evaluation report rating for 2018 was "Satisfactory" with an adjusted score of "95.2" The attached Public Health Program evaluation report form (10-PHP) contains further information about the concessioner's 2018 activities.
<b>Asset Management</b>	The Asset Management Program evaluation report rating for 2018 was "Satisfactory" with an adjusted score of "89.5." The attached Asset Management Program evaluation report form (10-AMP) contains further information about the concessioner's 2018 activities.
<b>Administrative Compliance Reporting</b>	The Administrative Compliance Report rating for 2018 was "Marginal" with an adjusted score of "69." The attached Administrative Compliance Report Form (10-ADM) contains further information about the concessioner's activities for the year
<b>Annual Visitor Use Statistics / Utilization Data</b>	The required Visitor Use Statistics/Utilization Data for shuttles were only provided to the Park Transportation Director for one month. Other visitor use statistics were provided to the Concessions Management office on time.
<b>Problems / Issues and Resolution (include outstanding problems/issues and intended resolution)</b>	See Problems, Issues and Resolution Tabs
<b>Accomplishments or Outstanding Work</b>	<p>YH is recognized for the onsite management of the High Sierra Camps. Camps were organized, clean, and generally well maintained. Customer service at the camps was excellent. Food and beverage quality was outstanding.</p> <p>YH is recognized for the Yosemite Mountaineering School operation. Guides were evaluated as having wonderful customer service, an astute sense of safety and risk management, and truly cared about visitors' wellbeing.</p> <p>YH is to be commended for the work from their Interpretation Department. They have created many enjoyable programs that are well done and managed. Additionally this department is willing to "think outside the box" to create new programs. SEE 10-OPR ADDITIONAL NOTES TAB 2.</p> <p>YH is recognized for their actions during the Ferguson Fire evacuations, and the support they offered the Yosemite community as a whole. This included:</p> <ul style="list-style-type: none"> <li>Wired El Portal Community Center for generator power</li> <li>Provided 28 refrigeration trailer for El Portal Community to use for food storage if power is lost.</li> <li>Wired and the EP gas station with generator power and installed and maintained gen during outages.</li> <li>YH has let the day care use the Cliff Room as an extension of the day care. EP kids displaced by the evac put the day care over the limit in the valley and YH stepped up with letting them use the Cliff Room.</li> <li>The YH employees are to be commended for their efforts in getting "back-to-business" once the Park reopened after the Ferguson Fire, even though there were shortages of staff after the evacuations.</li> </ul>

<b>Future Plans for Concession Operation(s)</b>	The Half Dome Village Pavilion was scheduled for rehab in 2018, but due to unavoidable assorted delays will begin in 2019.
<b>Visitor Satisfaction</b>	See Conc & Park Service Data Tab, and Visitor Comment Tab
<b>Final Remarks:</b>	

Version 12.19.2017

**United States Department of the Interior - National Park Service**  
**Form 10-ADM - Administrative Compliance Report**

Park	YOSE	Concessioner DBA	Yosemite Hospitality L L.C.
Concessioner Name	Yosemite Hospitality L.L.C.	Year of Operation	2018
Contract Number	CCYOSE004-16		

**Instructions:**

For each element (row), use the drop-down or type in Column F (yellow) to specify if the element is either 1) in compliance ("Yes"), 2) not in compliance ("No"), or 3) not applicable ("N/A") for the concessioner under evaluation. If the element is either not in compliance or not applicable, use the "Remarks" box at the bottom of the form to provide an explanation.

**Notes:**

- Elements marked with an asterisk (\*) represent "Special Attention Items." See comments at the bottom of the page for more information on how that affects scoring.
- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.
- For 8.B, use the concessioner's due date for their 2017 Annual Financial Report to complete the evaluation. If the 2017 AFR is not available or another year is used for any reason, please indicate the AFR year in the Remarks section below.

**Table 1: Program Area Evaluation**

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Services and Operations	1.1*	All required services were provided by the Concessioner.	Yes	
	1.2*	All services provided by the Concessioner were authorized by the Contract.	No	Special Event Portraits were being offered at the Majestic without approval or authorized rate
2. Concessioner Personnel	2.1	The Concessioner established and implemented policies and procedures for pre-employment screening, hiring, training, employment, review of employee conduct, and termination of employees in accordance with the Contract.	Yes	
	2.2	The Concessioner was in compliance with Applicable Laws relating to employment and employment conditions including those in the Non-Discrimination Exhibit of the Contract.	Yes	
3. Legal, Regulatory and Policy Compliance	3.1	The Concessioner developed and implemented appropriate training programs for employees in accordance with the Contract.	No	Non-Compliance of Contractual Required Training: Training Academy: located at Support Facility; for training & required certifications Preservation Academy: at Support Facility; for all Maintenance employees (new and refresher). Job-Specific Training: Concessions Management; Customer Service/Hospitality; Alcoholic Beverage; Sanitation; Environmental & Risk Management; ServSafe/TIPS Provide English as a Second Language Class
4. Concession Facilities and Government Personal Property	4.1	The Concessioner operated only within the Assigned Land and Concession Facilities as identified in the Contract.	Yes	
	4.2	Government personal property assigned to the Concessioner was maintained in good and operable condition, and properly returned to the NPS for disposition if no longer serviceable.	No	Yosemite Hospitality failed to keep NPS informed about changes in reserved property locations.
5. Construction or Installation of Real Property Improvement	5.1	Any request for leasehold surrender interest was made in accordance with the requirements of the Contract.	N/A	
	5.2	Is there a Concession Facilities Improvement Program applicable to this rating period? <b>If no, move to Section 6.</b>	Yes	Yosemite Valley Lodge Food Court (Basecamp); Half Dome Village Pavilion was originally scheduled to begin work in 2018, Upon detailed inspection 2018, the engineers found a couple of structural flaws in the current design of the Pavilion which will result in a much larger scope of work for the project and, of course, more capital than originally planned. The new information required a new plan, and so a new deadline.
	5.3	The Concessioner submitted plans and specifications for approval by the Superintendent.	Yes	

	5.4	The Concessioner started the project on time.	N/A	YVL Basecamp began in 2017. HDV Pavilion due to unavoidable delays, will now start in 2019
	5.5	The Concessioner completed the project on time.	No	YVL Basecamp completed on March 15, 2018, which was 15 days past the contract established deadline of February 28, 2018.
	5.6	The Concessioner submitted documentation to confirm that expenditures of the program were in accordance with the Contract.	Yes	
6. Tracking and Payment of Required Fees	6.1*	If a maintenance expense is required, the Concessioner expended the minimum amount required by the Contract during this rating period.	Yes	
	6.2*	The Repair and Maintenance Reserve was spent correctly.	Yes	
	6.3*	The Concessioner submitted all required franchise fees and required reports on time, including the monthly franchise fee report.	No	Franchise Fee Wire Report not submitted
	6.4	If applicable, interest assessed on overdue franchise fee amounts was paid.	N/A	
	6.5	Handicraft sales claimed as exempt from franchise fees were supported by appropriate documentation, e.g. invoices bearing a certification by the supplier that the items were Authentic Native Handicrafts.	Yes	

	7.1*	The Concessioner provided the superintendent with a current Certificate(s) of Insurance.	Yes	
	7.2*	The Certificate(s) of Insurance documented that the Concessioner was compliant with all insurance coverages required in the Contract. This compliance may be determined through a review by a third party consultant.	Yes	(b) (4)
7. Indemnification and Insurance				
8. Accounting Records and Reports	8.1	If this is the first year of a Contract, the opening balance sheet was submitted as required by the Contract.	N/A	
	8.2*	The Concessioner submitted the Annual Financial Report (AFR) due within this rating period.	Yes	
	8.3*	The Concessioner submitted the AFR on time.	Yes	
	8.4*	The AFR was audited by an independent licensed or certified public accountant, if required.	Yes	
9. Other Reporting Requirements	9.1	The superintendent may require the Concessioner to submit reports and data regarding its performance under the Contract. Some common reporting requirements are listed below.		
		i. Visitor Use Statistics/Operating Reports	No	The concessioner did not submit the Monthly Gov-owned Shuttle Mileage Reports as required without NPS reminders. Even with reminders they were sometimes late. Without reminders, they were not submitted until the new Transportation Director was hired in Fall. The concessioner did not submit the visitor use data for the government owned shuttles to the Park Transportation Manager as required.
		ii. Customer Comment Reports	Yes	
		iii. Hours of Operation	Yes	
		iv. Management Listing	Yes	
		v. Inventory of Waste Streams	Yes	
		vi. Employee Handbook	N/A	
		vii. Any additional pertinent reports	No	SEE PROBLEMS, ISSUES & RESOLUTION TAB 5 FOR ADDITIONAL DETAILS.
10. Assignment, Sale or Encumbrance of Interests	10.1	If the concession was sold or transferred during this rating period, the Concessioner fulfilled all obligations stipulated by the Contract.	N/A	
	10.2	If the name of the business has changed in the past year, give new name below:		
11. Sub-concessions	11.1	If there were any agreements with third parties to provide services authorized or required in the Contract, list the services they provided below:		
	11.2*	All sub-concessions were approved by the superintendent.	N/A	
12. Utilities	12.1	List utility services provided by the NPS for the Concessioner (If there are no utilities provided by the NPS, enter N/A):	Water and wastewater	
	12.2*	The Concessioner paid for the utility services provided in a timely manner.	Yes	
	12.3*	If a utility add-on was approved, the Concessioner submitted all required reports, including the distribution of add-ons and reconciliation reports.	No	SEE PROBLEMS, ISSUES & RESOLUTION TAB 5 FOR ADDITIONAL DETAILS.

13. Advertising and Promotional Materials	13.1	The Concessioner obtained NPS approval for all promotional material prior to publication or distribution.	Yes	
	13.2	If the Concessioner used the Concessioner Mark, the Concessioner obtained approval prior to using the Mark and followed the guidelines for using the Mark.	Yes	
	13.3	The Concessioner's websites and social media sites contained accurate and relevant information.	No	There were ongoing problems with correct rates, although the rates displayed on the website matched the incorrect rates charged by the concessioner. There were also problems with the concessioner operating under incorrect dates or hours, and the website had these errors posted too.
14. Contract Transition	14.1	If the Contract was in transition, the Concessioner managed operations appropriately to achieve an orderly transition of operations and avoided disruption of services, including adhering to the provisions stipulated in Exhibit J "Transition to a New Concessioner."	N/A	
15. Other Requirements	15.1	The Concessioner was in compliance with all terms of the contract, not otherwise addressed in the administrative compliance, service or program-specific reviews.	No	<p>The Concessioner was not compliant with all terms of the contract:</p> <ul style="list-style-type: none"> <li>- YH had continuing problems with: Unauthorized rates, incorrect operating schedules, reservation site services, offering unauthorized service, and shuttle service.</li> <li>- Unapproved Cancelled Valley Trams Tours: It was discovered that Valley tram tours were being cancelled without NPS approval if there were 15 people or less. Various excuses were given by YH, but ultimately it was found to be concessioner policy. The concessioner was directed by NPS to discontinue this.</li> <li>- The red entry carpet at the Majestic Yosemite Hotel was removed without NPS approval.</li> <li>-The 2018 Rafting Season started out with a discussion regarding the 2017 operation concerns, and the NPS expectations for the 2018 season including that YH would not force rafting participants to share rafts, nor would they force un-willing participants to pay for empty seats. YH stated that they understood this. However, when NPS conducted the evaluation, they were told by the ticket booth that if they only had 2 people in their rafting party that they would be paired up with 2 other people. When NPS arrived at the raft launch site, they were not forced to ride with other participants. NPS asked the raft manager about this contradiction and was assured that YH was not forcing participants to ride together. The manager believed the ticket booth information was a miscommunication and stated that he would re-train all staff to understand and communicate the correct policy information.</li> </ul> <p>SEE PROBLEMS ISSUES &amp; RESOLUTION TABS</p>

ADDITIONAL NOTES / COMMENTS

Table 2: Scoring

Scoring			
Program Area	Score (%)	Program Area	Score (%)
1. Services and Operations	50.0%	9. Other Reporting Requirements	66.7%
2. Concessioner Personnel	66.7%	10. Assignment, Sale or Encumbrance of Interests	n/a
3. Legal, Regulatory and Policy Compliance	n/a	11. Special Provisions – Sub-concessions	n/a
4. Concession Facilities and Government Personal Property	50.0%	12. Special Provisions – Utilities	50.0%
5. Construction or Installation of Real Property Improvement	66.7%	13. Advertising and Promotional Materials	66.7%
6. Tracking and Payment of Required Fees	75.0%	14. Contract Transition	n/a
7. Indemnification and Insurance	100.0%	15. Other Requirements	0.0%
8. Accounting Records and Reports	100.0%		

**Total - All Program Areas**

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Requirements
21	10	3	11	31

**Administrative Compliance Score** **67.7**  
**Adjusted Administrative Compliance Score** **49.0**  
**Rating** **Unsatisfactory**

Notes:  
1) If 1-2 Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Marginal and capped at 69.  
2) If 3+ Special Attention Items are not in compliance, the Administrative Compliance Score is adjusted to Unsatisfactory and capped at 49.



Version 12.19 2017

**United States Department of the Interior - National Park Service**  
**Form 10-OPR - Concession Operational Performance Report**

Park	YOSE	Concessioner DBA	Yosemite Hospitality L.L.C.
Concessioner Name	Yosemite Hospitality L.L.C.	Year of Operation	2018
Contract Number	CCYOSE004-16		

**Instructions**

Fill in the (yellow) highlighted cells in the table below with the following information:

**Location** – List the concession location/facility being evaluated. (Note **Location MUST be filled out in order to activate the scoring on this form.**)

**Service Type** - List the service type being evaluated (Note: If a single location/facility has multiple service types, the facility should receive multiple rows in the table, one for each service type).

**Weighting** - Add a weighting value based on the importance of the service to the park: 1 = low importance, 2 = medium importance, or 3 = high importance. (Note **Weighting MUST be filled out in order for the form to work properly. If the user wishes to have all locations/services have equal weights, simply select the same weighting for each.**)

**Periodic Evaluation (PE) Score(s)** – For each location/service type, enter the score (1-5) the concessioner achieved in PEs performed during the evaluation year. (Note: If multiple PEs were performed during the year, enter them in columns F, G and H).

If you require more than the 20 rows in Table 1, click the "+" button on the left side of this worksheet (near row 141) to add additional rows.

If you require more than 120 rows in Table 1, please contact [cs\\_cm\\_helpdesk@nps.gov](mailto:cs_cm_helpdesk@nps.gov) for a new version of the AOR Workbook.

If you have completed more than four PE's during a given year, please contact [cs\\_cm\\_helpdesk@nps.gov](mailto:cs_cm_helpdesk@nps.gov) for a revised 10-OPR form with additional columns.

**Notes:**

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

If no periodic evaluations were completed for this Contract during this rating period, enter "X" in the box on the right.	
---	--

**Note** If no periodic evaluations were completed, please explain why in the "Comments" box below.

**Table 1 Facility Evaluation**

**Hints:**

- To delete unnecessary/extra rows from the table below, select the desired rows to delete and hold **Ctrl + Shift + D** on your keyboard.

- **DO NOT** insert individual rows into the table below.

Location / Facility	Service Type	Weighting	Periodic Evaluation Score(s)					Weighted Score
			PE #1	PE #2 (if app)	PE #3 (if app)	PE #4 (if app)	Average PE Score	
Big Trees Lodge/ Big Trees General Store	Retail - Grocery	3 - High	3	5			4.0	12.0
Big Trees Lodge/ BTL Dining Room and Bar	Food and Beverage – Family Casual Dining	3 - High	5				5.0	15.0
Big Trees Lodge / BTL Hotel	Lodging – Midscale	3 - High	5	5			5.0	15.0
Big Trees Lodge/ BTL Employee Housing	Employee Amenity – Housing	3 - High	5				5.0	15.0
Big Trees Lodge/ BTL Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
Big Trees Lodge/ BTL Golf Shop Café	Food and Beverage – Quick Service	3 - High	5				5.0	15.0
Big Trees Lodge/ BTL Golf Shop (retail) &	Retail - Merchandise, Recreation Specialty	3 - High	5				5.0	15.0
Big Trees Lodge/ BTL Stables	Horse and Mule Operations	3 - High	3				3.0	9.0
Big Trees Lodge/BTL Golf Course	Golf Courses	3 - High	3				3.0	9.0
Big Trees Lodge/ BTL Pool	Swimming Pools	3 - High	4				4.0	12.0
Big Trees Lodge/BTL Tennis Court	Tennis Courts	3 - High	5				5.0	15.0
Crane Flat/Gas Station	Automobile Services	3 - High	3				3.0	9.0
Crane Flat/ CF Store	Retail - Convenience	3 - High	4				4.0	12.0
Half Dome Village/ HDV Coffee Corner	Food and Beverage – Quick Service	3 - High	3				3.0	9.0
Half Dome Village/ HDV Cooks Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
Half Dome Village/ HDV Cooks WOBs	Employee Amenity – Housing	3 - High	5	5			5.0	15.0
Half Dome Village/HDV Dorms and Wellness Center	Employee Amenity – Housing	3 - High	5	5			5.0	15.0
Half Dome Village/ HDV Grocery and Gift Shop/	Retail	3 - High	3	5			4.0	12.0
Half Dome Village/ HDV Guest Hard-side Accomodations	Lodging – Basic	3 - High	5	3			4.0	12.0
Half Dome Village/ HDV Guest Tents	Lodging – Rustic	3 - High	5	4			4.5	13.5
Half Dome Village/ HDV Pool & Showerhouse	Showers	3 - High	5				5.0	15.0
Half Dome Village/ HDV Ice Rink	Skating Rinks	3 - High	3				3.0	9.0
Half Dome Village/ HDV Meadow Grill	Food and Beverage – Quick Service	3 - High	5				5.0	15.0
Half Dome Village/ HDV Mountain Shop	Retail	3 - High	5				5.0	15.0

Half Dome Village/ HDV Mountaineering School	Mountaineering	3 - High	5	5			5.0	15.0
Half Dome Village/ HDV Pavilion	Food and Beverage – Fast Casual	3 - High	5				5.0	15.0
Half Dome Village/ HDV Pizza Deck	Food and Beverage – Quick Service	3 - High	3				3.0	9.0
Half Dome Village/ HDV Bar	Food and Beverage – Bars and Cocktail Lounges	3 - High	3				3.0	9.0
Half Dome Village/ HDV Bike Stand	Rentals – Recreational Equipment	3 - High	4	5			4.5	13.5
Half Dome Village/ HDV Raft Rental Mobile	Boat Rentals	3 - High	5				5.0	15.0
Half Dome Village/ HDV Huff Cabins and Rec Trailer	Employee Amenity – Housing	3 - High	5	5			5.0	15.0
Half Dome Village/ HDV Huff Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
Half Dome Village/ HDV Boystown	Employee Amenity – Housing	3 - High	5				5.0	15.0
Half Dome Village/ HDV Stables Cabins	Employee Amenity – Housing	3 - High	5	5			5.0	15.0
Half Dome Village/ HDV Stable Tents	Employee Amenity – Housing	3 - High	5	3			4.0	12.0
Housekeeping Camp/ HC Laundry	Public Laundry	3 - High	4				4.0	12.0
Housekeeping Camp/ HC Lodging Units	Lodging - Rustic	3 - High	2				2.0	6.0
Housekeeping Camp/ HC Showers	Showers	3 - High	4				4.0	12.0
Housekeeping Camp/ HC Store	Retail	3 - High	5				5.0	15.0
Glacier Point - Summer Snack Shop	Food and Beverage – Quick Service	3 - High	3				3.0	9.0
Glacier Point - Summer Retail	Retail	3 - High	5				5.0	15.0
HSC/Glen Aulin/ GA Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
HSC/Glen Aulin/ GA Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	15.0
HSC/Glen Aulin/ GA Guests Tents	Lodging - Rustic	3 - High	4				4.0	12.0
HSC/Glen Aulin/ GA Store	Retail	3 - High	5				5.0	15.0
HSC/May Lake/ May Lake Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	15.0
HSC/May Lake/ May Lake Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
HSC/May Lake/ May Lake Guest Tents	Lodging - Rustic	3 - High	4				4.0	12.0
HSC/May Lake/ May Lake Store	Retail	3 - High	5				5.0	15.0
HSC/Merced Lake/ Merced Lake Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	15.0
HSC/Merced Lake/ Merced Lake Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
HSC/Merced Lake/ Merced Lake Guest Tents	Lodging - Rustic	3 - High	4				4.0	12.0
HSC/Merced Lake/ Merced Lake Store	Retail	3 - High	5				5.0	15.0
HSC/Sunrise/ Sunrise Dining Room	Food and Beverage – Fast Casual Dining	3 - High	5				5.0	15.0
HSC/Sunrise/ Sunrise Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
HSC/Sunrise/ Sunrise Guest Tents	Lodging - Rustic	3 - High	4				4.0	12.0
HSC/Sunrise/ Sunrise Store	Retail	3 - High	5				5.0	15.0
HSC/Vogelsang/ Vog Dining Room	Food and Beverage – Backcountry Food Services	3 - High	5				5.0	15.0
HSC/Vogelsang/ Vog Employee Tents	Employee Amenity – Housing	3 - High	5				5.0	15.0
HSC/Vogelsang/ Vog Guest Tents	Lodging - Rustic	3 - High	4				4.0	12.0
HSC/Vogelsang/ Vog Store	Retail	3 - High	5				5.0	15.0
Majestic Hotel/ MYH Dining Room	Food and Beverage – Fine Dining	3 - High	3				3.0	9.0
Majestic Hotel/ MYH Employee Dorms	Employee Amenity – Housing	3 - High	5	5			5.0	15.0
Majestic Hotel/ MYH Employee Tents	Employee Amenity – Housing	3 - High	5	5			5.0	15.0
Majestic Hotel/ MYH Gift Shop	Retail	3 - High	5	5			5.0	15.0
Majestic Hotel/ MYH Rooms and Cottages	Lodging - Upscale	3 - High	4	5			4.5	13.5
Majestic Hotel/ MYH Pool	Swimming Pools	3 - High	5	5			5.0	15.0
Majestic Hotel/ MYH Sweet Shop	Retail	3 - High	5	5			5.0	15.0
Tuolumne Meadows/ TM Gift and Grocery	Retail	3 - High	5				5.0	15.0
Tuolumne Meadows/ TM Grill	Food and Beverage – Quick Service	3 - High	5				5.0	15.0
Tuolumne Meadows/ TM Housing, Stables, store	Employee Amenity – Housing	3 - High	5				5.0	15.0
Tuolumne Meadows/ TM Lodge	Lodging - Rustic	3 - High	5				5.0	15.0
Tuolumne Meadows/ TM Lodge Dining	Food and Beverage – Family Casual Dining	3 - High	4				4.0	12.0

Use the space below to justify/explain the weighting system adopted in the table above.

All are considered equal.

**Table 2 Scoring**

## Scoring

**OPTIONAL** - If you would like to see the operational performance broken by service type, insert all service types evaluated at the concessioner below in the highlighted cells (from 2nd column in table above - only list each service type once)

## Operational Performance Score

## Rating

88.4

Superior = 90 – 100  
Satisfactory = 70 – 89  
Marginal = 50 – 69  
Unsatisfactory =  $\leq 49$

**ADDITIONAL NOTES / COMMENTS**

The Visitor Transportation Service (VTS) had its worst year of operation since the contract began in 2016. Wait times during the summer consistently exceeded 45 minutes, there were weekly complaints over poor customer service from shuttle drivers, and there was even a report of angry visitors creating a "human chain" in order to force a shuttle to stop for them. One of the reasons for the poor performance was because Yosemite Hospitality failed to hire the appropriate number of drivers to make use of the entire fleet. They also failed to hire the appropriate number technicians to adequately maintain the fleet which averaged between 8-10 shuttles being down all year. These concerns were echoed by the drivers themselves who asked for multiple meetings with park staff so they could voice their concerns directly to us. The Tuolumne Shuttle (authorized service) did not run in 2018 even though we were told by Yosemite Hospitality that it would. Their decision to change their mind about the service was relayed to the park after the Guide was published so for the entire summer visitors consistently expected this service and were extremely disappointed and angry that it was not offered. SEE 10-OPR ADDITIONAL NOTES TAB.

**There were various problems/issues that arose with Yosemite Hospitality (YH) in 2018. Some of the issues on this page may be addressed in other pages' narratives.**

The Yosemite Ski and Snowboard Area did not open the downhill portion of their operation nor did it open the Glacier Point Ski Hut due to lack of snow. The nordic ski portion of the operation did open late in the season once enough snow had accumulated. A YSSA evaluation was done at that time on just the nordic portion.

The White Wolf hard-side cabins were offline this year due to a rehabilitation project, therefore no evaluation was performed.

White Wolf was approved to close early for the 2018 season due to the Ferguson Fire, therefore no tent cabin lodging evaluation was performed.

The 2018 Rafting Season started out with a discussion regarding the 2017 operation concerns, and the NPS expectations for the 2018 season were that YH would not force rafting participants to share rafts, nor would they force un-willing participants to pay for empty seats. YH stated that they understood this. However, when NPS conducted the evaluation, they were told by the ticket booth that if they only had 2 people in their rafting party that they would be paired up with 2 other people. When NPS arrived at the raft launch site, they were not forced to ride with other participants. NPS asked the raft manager about this contradiction and was assured that YH was not forcing participants to ride together. The manager believed the ticket booth information was a miscommunication and stated that he would re-train all staff to understand and communicate the correct policy information.

Half Dome Village approved operating days for the off season were Friday to Monday (check-out on Monday). YH did not comply with the approved days. The YH Travel Yosemite reservation website only allowed visitors to make reservations for Friday to Sunday for January, February, and the first two weeks in March. This is brought to YH's attention and they then submitted an operation proposal to change to Friday to Sunday. In the interim they never corrected the inaccuracy on their reservation website and were clearly violating the approved days they were supposed to be operating. By the time NPS received and reviewed the operation proposal, it was a moot point.

Housekeeping Camp's approved opening date was April 7, 2018. YH submitted an operation proposal to change to April 14, 2018 claiming no reservations had been made for the April 7 weekend. However, it was discovered that their website was advertising an open date of April 14, 2018 and making a reservation for April 7 weekend was not an option so of course there were no reservations for April 7. NPS sent correspondence denying the request. YH ignored the denial and did not open Housekeeping Camp until April 14, 2018.

The High Sierra Camp evaluations indicated a serious issue with YH Central Reservation response time. Visitors stated their phone calls went unanswered and/or their voicemails were not returned in a timely manner. This caused extreme frustration, confusion, disappointment, and uncertainty. Visitors also expressed concern over the lack of knowledge Central Reservations agents had about the High Sierra Camps when they finally did get to talk to a live person. The Central Reservation agents could not answer even the most basic questions about what to expect at the camps. Visitors stated that the agents were friendly, just not knowledgeable. High Sierra Camp staff told NPS that a training had been conducted in 2016 for the Central Reservation staff so that they would have an understanding of the High Sierra Camps and would be able to provide information. However, that staff has all since turned-over and the new staff had not been trained properly. In the Fall of 2018, NPS met with the Central Reservation manager to discuss their concerns. The manager stated that they have worked out a new system so that calls would be answered and/or voicemails would be responded to in a timely manner. Additionally, NPS held a "question and answer" session with Central Reservation staff to help boost their High Sierra Camp knowledge.

The Majestic Yosemite Hotel offered a stand-alone portrait service to visitors for a fee over the Thanksgiving holiday season in 2018. This stand-alone service is not required nor authorized under CC-YOSE004-16, Section 3(a), and is an unauthorized service. Furthermore, the fee charged for this service was not reviewed, nor approved by the NPS pursuant to CC-YOSE004-16, Section 3(e). YH was asked to discontinue the service and rate, and other stand-alone portrait services.

In November 2018, YH asked NPS if they could open the Ice Rink 5 days later than the approved opening date. NPS replied that if there was a compelling reason to do so then please submit an operation proposal. The proposal was submitted and stated an equipment malfunction as the justification. NPS followed up with YH Facilities to find out more about the equipment failure and was told that the equipment was fine and that they thought they were requesting the extension due to weather. NPS discussed this inconsistent/disingenuous statement with YH management. Ultimately the extension was approved.

- In 2018 there were continuing problems concerning rates. These errors were discovered while conducting formal and informal evaluations. Rate discrepancies occurred in Food & Beverage and Retail operations. Retail services had many incorrect convenience item prices.

#### **Rate Discrepancies**

In April 2018, it was discovered that Rafting Rentals were advertised as \$5.50 on YH website for lifejacket and paddle. The maximum approved rate is \$5. YH corrected the error when it was brought to their attention.

In April 2018, it was discovered that Horse 2 Hour Day Rides and Horse Boarding were advertised as \$65 and \$15 respectively on YH website. The maximum approved rates are \$62 and \$14.50. YH corrected the error when it was brought to their attention.

In April 2018, it was discovered that lodging rates on the YH website were not rounded properly and the advertised rates were OVER the maximum approved rates. This was noted on a Majestic Yosemite Hotel evaluation with a correct-by date of two weeks. The error was not corrected when NPS returned for the follow-up evaluation. NPS then sent YH a letter stating the rounding errors needed to be corrected immediately. YH corrected their website in early May 2018.

In May 2018, the Housekeeping Camp evaluation discovered that visitors were being overcharged the maximum approved rates for rental items (linens, stove, etc...). It was not corrected within the two week correct-by timeframe. It was corrected after the follow-up evaluation.

In June 2018, it was discovered that the horse boarding and kennels operation was overcharging. The maximum approved rates are \$14.50 and \$8.75 respectively. YH was charging \$15 and \$9 respectively. YH corrected the error when it was brought to their attention.

In June 2018, it was discovered that the Big Trees Lodge Stables 2 hour ride was adding tax to the base rate. Receipts were showing \$0 tax but the total was 7.75% OVER the maximum approved rate. When YH was asked about this, they said it was a mistake and no tax should be on "experiences" such as 2 hour rides. YH corrected the reservation website and refunded guests who were overcharged.

In July 2018 it was discovered the HSC rates being charged were OVER the max approved rate - the discrepancy varied by camp, ranging from \$.80 to \$2.42 - YH corrected the rates and refunded guests that were overcharged

### **Accomplishments or Outstanding Work**

YH is to be commended for the work from their Interpretation Department. They have created many enjoyable programs that are well done and managed. Additionally this department is willing to "think outside the box" to create new programs.

Program attendance statistics for 2018 reached 44,997 visitors on a total of 1,751 programs offered. In 2018 YH Interp also certified 27 Yosemite Hospitality and National Park Service staff as Certified Interpretive Guides by hosting and teaching 3 CIG courses at the Majestic Yosemite Hotel.

Programs offered for the 2018 year:

Valley Starry Skies: 264 programs offered

Glacier Point Starry Skies: 25 programs offered

Night Prowl: 241 programs offered

Morning Naturalist Stroll: 103 programs offered

Afternoon Naturalist Stroll: 268 programs offered

Historic Majestic Yosemite Hotel Tour: 332 programs offered

Wee Wild Children's Program: 113 programs offered

Evening Program: 167 programs offered

Fireside Storytelling: 16 programs offered

Special/Custom Tours: 84 programs offered

Bus/Tram Tours: 138 programs staffed by interpretive services guides

YH is also to be commended for the Employee Housing management and staff. Their prompt responses to any evaluation remarks that would be future deficiencies, and keeping communications open and responsive between themselves and NPS, whether concerning status or providing other information.

YH is to be commended on its cooperation with the Service during the Ferguson Fire. YH management worked with NPS management to close operations as required for safety. YH also worked with the larger Yosemite community to address needs for displaced individuals.

YH is to be commended on its mountaineering school operations. Instructors are knowledgeable and provide good customer services.

United States Department of the Interior - National Park Service  
Form 10-PHP - Public Health Program Evaluation Report

Park:	YOSE	Concessioner DBA:	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	Year of Operation:	2018
Contract Number:	CCYOSE004-16		

**Instructions**

Facility Information: All facilities may not be inspected during the course of the year, however, it will be important to provide documentation on the facility information section to maintain accurate records. Food service operation types include restaurants/cafeterias, snack bars, grocery, pre-packaged, backcountry, vending, temporary, mobile, and other.

Inspection Information – Transfer the number of Satisfactory, Marginal, and Unsatisfactory (S, M, U) ratings from the Food Service Sanitation Inspection Report to this section. Calculations for the final score will automatically be made if using the form electronically. Just enter the number of Satisfactory inspections, number of Marginal Inspections, and number of Unsatisfactory Inspections. If the form is being completed manually, multiply the number of inspections in each category (S, M, U) by the following points: Satisfactory = 100, Marginal = 50, Unsatisfactory = 0. Total the number of inspections and the number of points and then, divide the total number of points by the total number of inspections for the final score.

Notes:

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the *Instructions and TOC* tab.

- To use Spell Check, hold *Ctrl + Shift + S* on your keyboard.

**Table 1 Facility Information**

FACILITY INFORMATION			
Facility Type	Number of Facilities	Facility Name(s)	Comments / Notes / Remarks
Restaurants/Cafeteria	12	Majestic Yosemite Hotel Kitchen, Majestic Yosemite Hotel Bar, Half Dome Village Pavilion, Half Dome Village Pizza Deck, Degnan's Kitchen, Degnan's Loft, Mountain Room, Mountain Room Bar, Tuolumne Lodge, Big Trees Hotel, Yosemite Valley Lodge Base Camp, White Wolf	Degnan's Loft, Big Trees Hotel Kitchen, and Half Dome Village Pavilion, Half Dome Village Pizza Deck, Tuolumne Lodge, and White Wolf were not assessed in 2018. Mountain Room Bar and YVL Base Camp received "Marginal" ratings.
Snack Bars	8	Glacier Point Snack Bar, Big Trees Lodge Pro Shop, Half Dome Village Coffee Corner, YSSA Snack Bar and Grill, YSSA Snowflake Room, Tuolumne Meadows Grill, Village Grill, Meadow Grill	Tuolumne Meadows Grill was not assessed in 2018.
Grocery	7	Half Dome Village Gift and Grover, Village Store, Housekeeping Camp Store, Crane Flat Grocery Store, Tuolumne Store, Big Trees Grocery Store, Yosemite Valley Lodge Gift and Grocery,	Tuolumne Store was not assessed in 2018.
Pre-Packaged	3	Majestic Sweet Shop, YH Warehouse, YSSA Sport Shop	YH Warehouse was not assessed in 2018.
Bar	1	Half Dome Village Bar	
Backcountry	6	Glacier Point Ski Hut, Glen Aulin, May Lake, Merced Lake, Vogelsang, Sunrise	Glacier Point Ski Hut, Merced Lake, Vogelsang, and Sunrise were not assessed in 2018.
Temporary (Identify)	1	Big Trees BBQ	Big Trees BBQ was not assessed in 2018
Vending			
Mobile			
Other1	4	Majestic Yosemite Hotel Pool, Half Dome Village Pool, Yosemite Valley Lodge Pool, Big Trees Lodge Poo	Majestic Yosemite Hotel pool was not assessed in 2018.
Other2			
Total Number of Facilities:	42		

**ADDITIONAL NOTES / COMMENTS**

All environmental health assessments of Yosemite Hospitality (YH) facilities were conducted by LCDR George Carroll (Registered Environmental Health Specialist, NPS Office of Public Health). Specific focus areas were food safety, zoonotic disease prevention, infection control, and recreational water safety. Facilities assessed for food safety received an overall "Satisfactory" rating for CY2018. Significant progress was made by YH in 2018 with respect to addressing previous recommendations including upgrading food safety equipment for multiple facilities to meet standards of the 2017 FDA Food Code. YH continues ongoing implementation of an integrated pest management program to address zoonotic disease risks and works closely with our office to assess conditions of food and lodging facilities in addition to employee housing.

**Table 2 Inspection Information**

INSPECTION INFORMATION		
<b>Instructions:</b> Fill in the yellow cells below with the number of Public Health inspections that achieved the corresponding rating (e.g. for the first box, enter the number of inspections where the concessioner achieved a "Satisfactory" rating).		
# Satisfactory	19	1900
# Marginal	2	100
# Unsatisfactory		
Total	21	2000

Public Health Score	95.2
Adjusted Public Health Score	95.2
Rating	Satisfactory

Satisfactory = 85 – 100\*  
Marginal = 50 – 84  
Unsatisfactory = ≤ 49

Note: If concessioner received one or more Unsatisfactory inspections, the final public health rating cannot exceed Marginal and the score cannot exceed 84.

**United States Department of the Interior - National Park Service**  
**Form 10-RMP - Risk Management Program Evaluation Report**

Park: YOSE  
Concessioner Name: Yosemite Hospitality L.L.C.  
Contract Number: CCYOSE004-16

Concessioner DBA: Yosemite Hospitality L.L.C.  
Year of Operation: 2018

**Instructions:**

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

**Notes:**

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

**Table 1: Program Area Evaluations**

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Risk Management Program (RMP) Scope	1.1	The RMP is documented, and its scope covers the ten risk management elements. Furthermore, the RMP scope addresses the risk management objectives and aspects applicable to the operation, including: <ul style="list-style-type: none"> <li>• legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and safety best management practices</li> <li>• employee and visitor hazards</li> <li>• operational, facility and natural hazards</li> </ul>	Yes	
	1.2	The RMP establishes a safety policy for the organization. The policy indicates commitment to: <ul style="list-style-type: none"> <li>• compliance with Applicable Laws</li> <li>• providing a safe and healthful environment for employees, park staff and visitors to the extent possible</li> <li>• assigning responsibilities</li> <li>• providing staff and resources</li> <li>• monitoring performance</li> </ul>	Yes	
2. Responsibility and Accountability	2.1	The concessioner identifies a safety and health official, and documents this assignment in the RMP.	Yes	Rebecca Thompson and Bridger Chris iansen
	2.2	The concessioner identifies the risk management organizational and staff responsibilities, and documents this structure and assignments in the RMP.	Yes	
	2.3	RMP resources are developed, documented in the RMP, and applied; resources are adequate to execute the program. Resources include: <ul style="list-style-type: none"> <li>• personnel (e.g., number of staff, experience and skills)</li> <li>• facilities and equipment</li> <li>• information, documentation, and data management systems</li> <li>• agreements for support from outside contractors and agencies</li> <li>• training programs for concession personnel</li> </ul>	Yes	
3. Training	3.1	Managers and staff with safety and health responsibilities meet the qualification requirements defined in the contract and RMP. Competency requirements are defined by appropriate education, training, and experience.	No	YH is in the process of certifying their safety manager to meet contract requirements
	3.2	A training plan is developed, documented in the RMP, and executed; and includes: <ul style="list-style-type: none"> <li>• Defined training requirements for the safety officer and other personnel, including requirements to meet Applicable Laws, the contract, and the RMP.</li> <li>• Required training records, such as training materials, schedules, and participant records.</li> </ul>	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

	4.1	RMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP to ensure safe operations. Some plans and procedures may overlap with those in the EMP. Examples of operating procedures include: <ul style="list-style-type: none"><li>• procedures for the safe storage and handling of chemicals</li><li>• procedures for embarking and disembarking visitors</li><li>• procedures for safe equipment use</li><li>• procedures for managing wildlife interactions</li><li>• procedures for cancelling operations due to weather</li></ul>	Yes	
<b>4. Documentation and Operational Controls</b>	4.2	RMP emergency plans and procedures are developed, documented (if applicable), implemented, maintained, and included or referenced in the RMP. These plans and procedures address requirements in Applicable Laws, the contract, and the RMP. Some plans and procedures may overlap with those in the EMP. Emergencies to be addressed include: <ul style="list-style-type: none"><li>• natural disasters (earthquakes, floods, tornados, hurricanes, etc.)</li><li>• motor vehicle incidents</li><li>• medical emergencies (visitors and employees)</li><li>• fire (structural, motor vehicles, wildfires, etc.)</li><li>• terrorism and law enforcement activities</li><li>• accidents and fatalities (visitors and employees within park boundaries)</li></ul>	Yes	
	5.1	The RMP is available to staff and communicated throughout the concession organization so that personnel understand and can effectively implement the RMP.	Yes	
<b>5. Communications</b>	5.2	The RMP addresses procedures for communicating hazards to visitors. The hazards may include: <ul style="list-style-type: none"><li>• Activity-related hazards (e.g., white water rafting)</li><li>• Natural resource-related hazards (e.g., bears)</li><li>• Facility-related hazards and procedures (e.g., property evacuation maps)</li></ul>	Yes	
	5.3	Any visitor acknowledgment of risk is approved by the park. Waivers of liability are not used.	Yes	
	5.4	The concessioner's risk emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local emergency response agencies.	Yes	
<b>6. Reporting</b>	6.1*	All documents, reports, monitoring data, manifests, notices and other documentation required to be submitted to regulatory agencies are submitted on time and in accordance with Applicable Laws. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and RMP.	Yes	
	6.2*	Imminent danger and serious incidents are reported to the park in a timely manner in accordance with the contract and RMP.	Yes	Oil spills and chemical spills must be reported immediately to the YOSE Safety Manager
	6.3	Annual reports include internal, park, and other regulatory agency risk data, and are submitted to the NPS in accordance with the contract and RMP.	Yes	
<b>7. Inspections and Corrective Action</b>	7.1	Safety inspections are conducted as specified in the contract and RMP or as otherwise necessary to effectively manage operations safely. Formal and routine inspections are scheduled, conducted, and documented. The inspections are conducted by qualified personnel as described in the RMP.	No	YH uses a customized web based application called Global Metric Monitoring (GMM) that provides real time data on manager weekly inspection compliance. However, Exhibit H Maintenance Plan (1)(E)(6) requires the Concessioner to perform an annual inspection of the interior spaces and exterior of all Concession Facilities retaining a certified pest control contractor and to notify NPS 10 business days in advance of inspection. NPS did not receive any notification of such inspection, nor did they receive any documentation that the inspection occurred.
	7.2*	Imminent danger, serious, and non-serious hazard deficiencies identified by internal or external inspections are analyzed, corrected, or mitigated within the contract or RMP required timeframes. Any deviations from these timeframes are accepted by the park and documented.	Yes	Integrated in the GMM application
<b>8. Hazard Incident Investigations and Abatement</b>	8.1*	Accidents/incidents are responded to in a timely and effective manner.	Yes	
	8.2	An investigation is conducted for every accident/incident. <ul style="list-style-type: none"><li>• The investigation includes an analysis to determine the cause.</li><li>• Corrective action is taken to mitigate recurrences of the accident/incident.</li></ul>	Yes	

<b>9. Management Review</b>	9.1*	<p>The RMP is reviewed at least annually, and updated as necessary.</p> <ul style="list-style-type: none"> <li>• The RMP review includes analysis of performance in each RMP element area to determine any systemic program failures (particularly failures that resulted in fatal or serious accidents/incidents or imminent danger hazard deficiencies) and non-compliance with Applicable Laws.</li> <li>• Systemic problems are addressed in RMP updates.</li> </ul>	Yes	
	9.2	<p>The initial RMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented RMP updates are submitted to the park for review and acceptance.</p>	Yes	
<b>10. Other Contract Requirements</b>	10.1	Contract-specific safety and health requirements not otherwise addressed in the RMP standards are met.	N/A	

\*Special Attention Item

#### ADDITIONAL NOTES / COMMENTS

YH is commended on their proactive risk management program. They actively demonstrate their concern for the safety of their staff and their customers. The resources and management tools they use are high quality, especially the GMM application. Inspections and contract requirements need to be received/completed in a timely manner and followed-up on accordingly.

**Table 2: Scoring**

Scoring						
Program Area	Score (%)	Program Area	Score (%)			
1. Risk Management Program (RMP) Scope	100.0%	7. Inspections and Corrective Action	50.0%			
2. Responsibility and Accountability	100.0%	8. Hazard Incident Investigations and Abatement	100.0%			
3. Training	66.7%	9. Management Review	100.0%			
4. Documentation and Operational Controls	100.0%	10. Other Contract Requirements				
5. Communications	100.0%					
6. Reporting	100.0%					
<b>Total - All Program Areas</b>						
# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.		
22	2	0	1	24		
<b>Risk Management Score</b>	<b>91.7</b>		Superior = 90 – 100 Satisfactory = 70 – 89 Marginal = 50 – 69 Unsatisfactory = ≤49			
<b>Adjusted Risk Management Score</b>	<b>91.7</b>					
<b>Rating</b>	<b>Superior</b>					

*Notes:*

- If 1-2 Special Attention Items are not in compliance, the Risk Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Risk Management Score is adjusted to Unsatisfactory and capped at 49.

**United States Department of the Interior - National Park Service**  
**Form 10-EMP - Environmental Management Program Evaluation Report**

Park	YOSE	Concessioner DBA	Yosemite Hospitality L.L.C.
Concessioner Name	Yosemite Hospitality L.L.C.	Year of Operation	2018
Contract Number	CCYOSE004-16		

**Instructions:**

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

**Notes:**

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the "Instructions and TOC" tab.
- To use Spell Check, hold "Ctrl + Shift + S" on your keyboard.

**Table 1: Program Area Evaluation**

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Environmental Management Program (EMP) Scope	1.1	The concessioner's EMP scope (whether documented or undocumented) covers the environmental objectives and environmental management aspects applicable to the operation including: <ul style="list-style-type: none"> <li>• legal requirements (Applicable Laws), contract requirements (including requirements contained in Exhibits), and environmental best management practices</li> <li>• facilities and operations</li> <li>• natural and cultural resources</li> </ul>	Yes	Concessioner's EMP scope leans more heavily towards natural resource protection and is less robust in terms of cultural resource protection. However, legal obligations to protect cultural resources are referenced throughout the documented EMP.
	1.2**	The EMP is documented.	Yes	
	1.3**	The EMP establishes the concessioner's environmental policy. The policy indicates commitment to: <ul style="list-style-type: none"> <li>• compliance with Applicable Laws</li> <li>• protecting and conserving park resources and human health</li> <li>• assigning responsibilities</li> <li>• providing staff and resources</li> <li>• monitoring performance</li> </ul>	Yes	
2. Responsibility and Accountability	2.1**	The concessioner must identify an environmental officer and/or program manager and document this assignment in the EMP. The environmental officer must meet the contract specified qualifications and requirements defined in the documented EMP.	Yes	
	2.2	The concessioner determines management and staff responsibilities as necessary to effectively manage environmental activities, and describes this structure and these assignments in the documented EMP (if applicable).	Yes	
	2.3	EMP resources are developed, documented in the EMP (if applicable), and applied; resources are adequate to execute the program. Resources include: <ul style="list-style-type: none"> <li>• personnel (e.g., number of staff, experience and skills)</li> <li>• facilities and equipment</li> <li>• information, documentation, and data management systems</li> <li>• agreements for support from outside contractors and agencies</li> <li>• training programs for concession personnel</li> </ul>	Yes	
3. Training	3.1	Managers and staff with environmental management responsibilities meet qualification requirements defined in the contract and documented EMP (if applicable). Competency requirements are defined by appropriate education, training, and experience.	Yes	
	3.2	A training plan is developed, documented in the EMP (if applicable), and executed; and includes: <ul style="list-style-type: none"> <li>• Defined training requirements for the environmental officer and other personnel, including requirements to meet Applicable Laws, the contract, and the EMP.</li> <li>• Required training records, such as training materials, schedules, and participant records.</li> </ul>	Yes	
	3.3	The concessioner has conducted and documented all training.	Yes	

4. Documentation and Operational Controls	4.1	<p>EMP plans and standard operating procedures are developed, implemented, maintained, and included or referenced in the documented EMP (if applicable). These procedures address requirements in Applicable Laws, the contract, and the EMP to ensure protection of human health and the environment. Some plans and procedures may overlap with those in the RMP. Examples of operating procedures include:</p> <ul style="list-style-type: none"> <li>• procedures for the storage and handling of chemicals</li> <li>• procedures for the management and maintenance of fuel</li> <li>• procedures for pesticide use</li> <li>• procedures for hazardous and solid waste disposal</li> <li>• procedures for weed and pest management</li> <li>• procedures for the protection of cultural and archeological resources</li> </ul>	Yes	
	4.2	<p>EMP emergency plans and procedures for environmental management are developed, documented (if applicable), implemented, maintained, and included or referenced in the documented EMP (if applicable). These plans and procedures address requirements in Applicable Laws, the contract, and the EMP. Some plans and procedures may overlap with those in the RMP. Emergencies to be addressed include:</p>	Yes	
5. Communications	5.1	<p>The EMP is available to staff (if applicable), and communicated throughout the concession organization so that personnel understand and can effectively implement the EMP.</p>	Yes	
	5.2	<p>The EMP addresses procedures for communicating environmental controls and initiatives to visitors. These may include:</p> <ul style="list-style-type: none"> <li>• Handling hazardous materials (e.g., fuel)</li> <li>• Handling waste (e.g., trash)</li> <li>• Natural resource or cultural resource impacts</li> <li>• Pest management (e.g., notification of pests if observed)</li> </ul>	Yes	
	5.3	<p>The concessioner's environmental emergency plans are coordinated and agreements in place with other applicable parties such as the NPS, other federal, state, or local environmental agencies.</p>	Yes	
6. Reporting	6.1*	<p>All documents, reports, monitoring data, manifests, notices and other documentation required to be submitted to regulatory agencies are submitted on time and in accordance with Applicable Laws. Copies of such communications are provided to the NPS in accordance with the contract. Additional plans, reports, and other documentation are submitted to the NPS in accordance with the contract and documented EMP (if applicable). These may include inventories of hazardous substance and waste streams.</p>	Yes	
	6.2*	<p>Notices of any discharges, release or threatened release of hazardous or toxic substance, material or waste are reported in a timely manner to the NPS in accordance with the contract.</p>	Yes	
	6.3*	<p>Any written, threatened or actual notices of violation of Applicable Law from any environmental regulatory agency are reported in a timely manner to the NPS in accordance with the contract.</p>	Yes	
	6.4	<p>The NPS is provided timely written advance notice of, and the opportunity to participate in, communications with regulatory agencies regarding the concessioner's environmental activities in accordance with the concession contract.</p>	Yes	Notified of safety and OSHA visits

7. Monitoring, Measurement and Corrective Action	7.1	Environmental inspections are completed as required by Applicable Law, the contract, the documented EMP (if applicable), or as otherwise necessary to effectively manage environmental activities.	Yes	
	7.2*	Environmental deficiencies identified by internal or external inspections (e.g., NPS concession environmental audits, etc.) are analyzed, corrected, or mitigated within the timeframes designated by Applicable Law, the contract, documented EMP (if applicable), or inspection report. Any deviations from these timeframes are accepted by the park and documented.	Yes	
	7.3	Environmental incidents are responded to in a timely and effective manner to stop, contain, and remediate the incident. Investigations are conducted, and corrective actions are taken to prevent recurrences to the satisfaction of the NPS in accordance with the contract, EMP, and relevant regulations and NPS policies.	Yes	
	7.4***	The EMP is reviewed at least annually, and updated as necessary. <ul style="list-style-type: none"> <li>The EMP review includes analysis of performance in each EMP element area to determine any systemic program failures (particularly failures that resulted in serious incidents of inspection deficiencies), and non-compliance with Applicable Laws.</li> <li>Systemic problems are addressed in EMP updates.</li> </ul>	Yes	
	7.5**	The initial EMP is submitted to the park within the contract specified timeframe for review, and is accepted by the park. Any subsequent documented EMP updates are submitted to the park for review and acceptance.	Yes	
8. Other Contract Requirements	8.1	Contract-specific environmental requirements not otherwise addressed in the EMP standards are met.	Yes	

\* indicates a Special Attention Item

\*\* indicates item is not applicable to Cat III contracts

ADDITIONAL NOTES / COMMENTS

**Table 2: Scoring**

Scoring						
Program Area	Score (%)	Program Area	Score (%)			
1. Environmental Management Program (EMP) Scope	100.0%	6. Reporting	100.0%			
2. Responsibility and Accountability	100.0%	7. Monitoring, Measurement and Corrective Action	100.0%			
3. Training	100.0%	8. Other Contract Requirements	100.0%			
4. Documentation and Operational Controls	100.0%					
5. Communications	100.0%					
<b>Total - All Program Areas</b>						
# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Item)	# N/A	# Applicable Reqs.		
24	0	0	0	24		
<b>Environmental Management Score</b>	<b>100.0</b>		Superior - 90 - 100 Satisfactory = 70 - 89 Marginal = 50 - 69 Unsatisfactory = ≤49			
<b>Adjusted Environmental Management Score</b>	<b>100.0</b>					
<b>Rating</b>	<b>Superior</b>					

**Notes:**

- If 1-2 Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Environmental Management Score is adjusted to Unsatisfactory and capped at 49.

**United States Department of the Interior - National Park Service**  
**Form 10-AMP - Asset Management Program Evaluation Report**

Park:	YOSE	Concessioner DBA:	Yosemite Hospitality L.L.C.
Concessioner Name:	Yosemite Hospitality L.L.C.	Year of Operation:	2018
Contract Number:	CCYOSE004-16		

**Instructions**

The evaluator will review the each element listed below and determine if the concessioner is in compliance. A "Yes" indicates that the concessioner is compliant with an element and a "No" indicates that there are meaningful deficiencies found. A "meaningful" deficiency is one that is important enough to impair a concessioner's ability to provide a safe and healthful environment for visitors or employees.

**Notes:**

- For detailed instructions on inserting a PDF or other document into this Workbook, refer to the *Instructions and TOC* tab.
- To use Spell Check, hold *Ctrl + Shift + S* on your keyboard.

**Table 1: Program Area Evaluation**

Program Area	ID	Element	In Compliance? (Yes, No, N/A)	Observation / Comment
1. Annual Concessioner Maintenance Plan (ACMP)	1.1	The ACMP is updated annually and submitted on time.	Yes	
	1.2	The ACMP is accurate and complete	Yes	
	1.3	Projected maintenance expenditures are provided.	Yes	
2. Inspections	2.1	Inspections were performed on schedule.	Yes	
	2.2	Inspection findings were addressed in a timely manner.	Yes	
	2.3	Periodic evaluation facility findings were addressed in a timely manner.	Yes	
3. Maintenance	Facility maintenance was performed as scheduled in a timely manner:			
	3.1*	Preventative Maintenance	Yes	
	3.2*	Recurring Maintenance	Yes	
	3.3	Scheduled Repairs	Yes	
	3.4	Unscheduled Repairs	Yes	
	3.5*	Component Renewal/Replacement	Yes	
	3.6*	Deferred Maintenance	Yes	
4. Reporting	Accurate and complete reports were submitted on time, in the correct format:			
	4.1	Annual Concessioner Maintenance Report	Yes	
	4.2	Concessioner Project Plan and Report	Yes	
	4.3	Fixture Replacement Report	N/A	
	4.4	Component Renewal Report	No	
	4.5	Personal Property Report	No	
5. Computerized Maintenance Systems (CMMS)	5.1	CMMS is maintained and current.	Yes	
	5.2	All maintenance actions and associated expenditures requested by the Service were provided in the correct electronic format.	Yes	
6. Other Contract Requirements	6.1	Contract-specific facility maintenance requirements, not otherwise addressed in the AMP standards, are met.	Yes	

\* indicates a Special Attention Item

ADDITIONAL NOTES / COMMENTS

Table 4: Scoring

Scoring			
Program Area	Score (%)	Program Area	Score (%)
1. Annual Concessioner Maintenance Plan (ACMP)	100.0%	5. Computerized Maintenance Systems (CMMS)	100.0%
2. Inspections	100.0%	6. Other Contract Requirements	100.0%
3. Maintenance	100.0%		
4. Reporting	50.0%		

Total - All Program Areas

# In Compliance (Yes)	# Deficient (No)	# Deficient (Special Attention Items)	# N/A	# Applicable Reqs.
17	2	0	1	19

Asset Management Score	89.5	Superior 90 – 100 Satisfactory 70 – 89 Marginal 50 – 69 Unsatisfactory ≤49
Adjusted Asset Management Score	89.5	
Rating	Satisfactory	

Notes:

- If 1-2 Special Attention Items are not in compliance, the Asset Management Score is adjusted to Marginal and capped at 69.
- If 3+ Special Attention Items are not in compliance, the Asset Management Score is adjusted to Unsatisfactory and capped at 49.

## CONCESSIONER DATA

For the period of January 1, 2018 to December 31, 2018 Yosemite Hospitality LLC (YH) collected 13,418 surveys.

A summary of the surveys has been submitted to the National Park Service (NPS) with the following results:

- There is a 5.4 point difference in the five highest volume response concessioners:

Half Dome Village 4,034 surveys - rating 76.2% overall customer satisfaction

Yosemite Valley Lodge 4,124 surveys - rating 77.4% overall customer satisfaction

Majestic Yosemite Hotel 2,115 surveys - rating 81.0% overall customer satisfaction

Big Trees Lodge 1,261 surveys - rating 81.6% overall customer satisfaction

Housekeeping Camp 1,066 surveys -rating 79.3% overall customer satisfaction

- More than 79% (mean average) of the participants are likely to "return" (79.5%) to the concessioner or "recommend" (79.6%) the concessioner. When we compare the three YH hotels (80.1%) to reference benchmarks by industry posted by ACSI (American Customer Satisfaction Index) we note that the YH hotel ratings are competitive as a total population. However, when comparing the YH food service average scores of 64.2% they fall below the ACSI benchmark of 80.5%. One particular concern is the Yosemite Valley Lodge Base Camp Eatery (formerly known as the Food Court) which reopened in March 2018 after a major rehab, that has a score of 26.0% satisfaction. Additionally the Degnan's Kitchen and Degnan's Loft, had satisfaction scores of 12.5% for the Kitchen, and 41.7% for the Loft, regardless of extensive renovation of the facilities the year before. During the next 6 months we will target focused improvement efforts with these three facilities.

## PARK SERVICE DATA

The Superintendent's Office received 307 visitor comments involving YH operations during the period of January 1, 2018 to December 31, 2018. Comments received through social media sources (Facebook, Twitter, etc.) are not included in this report at this time. In this correspondence, there were 302 complaints, 2 suggestions, and 4 compliments. Please note that many comments contained a combination of complaints, compliments, and/or suggestions about more than one facility or service. Breaking out by type of service there were: Starbucks - 122; Valley Shuttle Service - 56; Tuolumne Meadows Shuttle Service - 51; Food & Beverage - 18; Reservation and Website - 14; Lodging - 22; Recreation - 5; Tours - 4; Rates (general) - 3; Garage/Towing - 1; General - 1; Name Change - 1.

- The 4 compliments were almost all in reference to specific individual employees. These letters were forwarded to YH.

- Most complaints were about YH deciding to put Starbucks in Base Camp Eatery (formerly the Food Court). All complaints were decidedly against allowing a major chain establishment to operate in a National Park. The next largest number of complaints were about the Valley Shuttle. Visitors chiefly complained about overcrowding, skipped stops, excessively long waits: rude drivers, and not following schedules. Of specific concern were the number of complaints about the insufficient lack of shuttles causing excessively long waits and drivers skipping stops due to full shuttles, which increased noticeably from previous years. NPS will continue to work with YH to improve the Valley Shuttle. Note: The Valley Shuttle is free to visitors, which may account for more visitor comments than for-fee services.

- The third largest amounts of complaints were about the Tuolumne Meadows Shuttle, or lack thereof. YH chose to not operate the TM Meadows Shuttle this past summer (it is an authorized service, not required), and there was much unhappiness from the public with this decision.

The Superintendent's Office received 3 employee complaint letters in 2018. These concerned emotional support animals in concessioner employee dorms, YH cancelling Valley Tours without NPS approval, and a perceived improper use by YH of a generator. Although NPS cannot interfere with concessioner internal business practices, specific employee complaints regarding NPS standards being unfulfilled were investigated thoroughly by NPS and resolved. All complaints were submitted to YH for their internal investigations (all employee names were recused unless employee gave permission).

There were various problems/issues that arose with Yosemite Hospitality (YH) in 2018, with the three following of significant note. Some of the issues on this page may be addressed in other pages' narratives.

- Yosemite National Park received 107 shuttle bus complaints. 56 complaints specific to the complimentary shuttle service in the Yosemite Valley and 51 complaints directed to the lack of service along Tioga Pass. The Visitor Transportation Service (VTS) had its worst year of operation since the contract began in 2016. Wait times during the summer consistently exceeded 45 minutes, there were weekly complaints over poor customer service from shuttle drivers, and there was even a report of angry visitors creating a "human chain" in order to force a shuttle to stop for them. One of the reasons for the poor performance was because Yosemite Hospitality failed to hire the appropriate number of drivers to make use of the entire fleet. They also failed to hire the appropriate number technicians to adequately maintain the fleet which averaged between 8-10 shuttles being down all year. These concerns were echoed by the drivers themselves who asked for multiple meetings with park staff so they could voice their concerns directly to us. The Tuolumne Shuttle (authorized service) did not run in 2018 even though we were told by Yosemite Hospitality that it would. Their decision to change their mind about the service was relayed to the park after the Guide was published so for the entire summer visitors consistently expected this service and were extremely disappointed and angry that it was not offered.

- The High Sierra Camp evaluations indicated a serious issue with YH Central Reservation response time. Visitors stated their phone calls went unanswered and/or their voicemails were not returned in a timely manner. This caused extreme frustration, confusion, disappointment, and uncertainty. Visitors also expressed concern over the lack of knowledge Central Reservations agents had about the High Sierra Camps when they finally did get to talk to a live person. The Central Reservation agents could not answer even the most basic questions about what to expect at the camps. Visitors stated that the agents were friendly, just not knowledgeable. High Sierra Camp staff told NPS that a training had been conducted in 2016 for the Central Reservation staff so that they would have an understanding of the High Sierra Camps and would be able to provide information. However, that staff has all since turned-over and the new staff had not been trained properly. In the Fall of 2018, NPS met with the Central Reservation manager to discuss their concerns. The manager stated that they have worked out a new system so that calls would be answered and/or voicemails would be responded to in a timely manner. Additionally, NPS held a "question and answer" session with Central Reservation staff to help boost their High Sierra Camp knowledge.

- NPS continued to receive significant amount of complaints concerning YH's decision to install a licensed Starbucks coffee area in the Yosemite Valley Lodge (YVL) Foodcourt Basecamp renovation. These complaints came by email, phone, and the Yosemite NPS website. In all, there were 122 complaints, with no positive nor neutral comments. All these were submitted to NPS before Starbucks opened in March. Once the service opened, the comments stopped.

**There were various problems/issues that arose with Yosemite Hospitality (YH) in 2018. Some of the issues on this page may be addressed in other pages' narratives.**

A major problem for the Park and its concessioners this past year was the Ferguson Fire. It began on July 13, 2018 next to Highway 140, and lasted until Sept 19th. The fire spread to 96,901 acres, with a minor percentage of that in the Park, however it heavily affected roads and communities next to the Park causing Park visitation residual damage. From its beginning, the fire heavily impacted the Park as it immediately caused the closure of Highway 140 which is the entrance leading directly to Yosemite Valley. It also quickly caused heavy smoke in the Park leading to very poor air quality. The fire eventually caused Yosemite Valley, the Wawona area, and Mariposa Grove to close on July 25th to both the public and residents, and not reopen until Aug 5th. It closed three of the four entrances to Yosemite at various times, with Hwy 140 being closed for several weeks. All this severely impacted the concessioner, as besides the closures, when the concessioner employees were evacuated, many did not return. This resulted in staff shortages in some services until past the September Labor Day holiday.

Another major natural event occurred April 6 - 8, 2018 when there was flooding.. NPS worked closely with YH to keep them apprised of potential flooding leading up to the events. Yose Park Service also included YH in Park Leadership Meetings with RMS subject matter experts to best prepare everyone for the flood. However, some of YH's operations were still severely impacted. The following is a report of the flooding's affect on YH.

The operations impacted by the 2018 flood were Housekeeping Camp (HSCC), the Tecoya Employee Housing Area, and the Stables Employee Housing Area. Approximately 80% of HSCC was under water during this event. The row of houses along Ahwahnee Meadow in the Tecoya area also experienced very high water from the Indian Creek drainage and would have sustained major flood damage were it not for the YH Maintenance teams on site diverting water throughout the event. The tent cabins on the northernmost side of the Stables housing area experienced flooding from Tenaya Creek up to the level of the tent floors, but the flooding was ultimately diverted by moving some debris.

Aproximately 400 HSCC mattresses were irreparably damage or lost during the flood event. The mattresses were replaced. There was no facility damage as a result of the event. The advance placement of water pumps and clearing of culverts prevented damage at all the hotel properties.

There were no system failures as a result of this event. The lift stations at HSCC took on some water, but remained functional. Area impeded by the event were the same as tose during past events, though they were affected to a higher degree due to the increase in flood level as compared to past events.

The primary lesson learned by YH is the need to remove and store the HSCC mattresses when a flood is forecasted. YH also learned that the proper placement of pumps and the advance clearing of known "problem" culerts prevented flooding at their facilities and will therefore continue as standard practice for future flood events. There is a particular culvert on the eastern edge of Half Dome Village that was completely impasible and required a pump to avoid flooding the surrounding area.YH also believed the Indian Creek drainage needs significant resoration to prevent future flood damage to Tecoya and the Garage. It overflowed during the last two major flood events, severely impacting Ahwahnee Drive and the Village area.

The Visitor Transportation Service (VTS) had its worst year of operation since the contract began in 2016. Wait times during the summer consistently exceeded 45 minutes, there were weekly complaints over poor customer service from shuttle drivers, and there was even a report of angry visitors creating a "human chain" in order to force a shuttle to stop for them. One of the reasons for the poor performance was because Yosemite Hospitality failed to hire the appropriate number of drivers to make use of the entire fleet. They also failed to hire the appropriate number technicians to adequately maintain the fleet which averaged between 8-10 shuttles being down all year. These concerns were echoed by the drivers themselves who asked for multiple meetings with park staff so they could voice their concerns directly to us. The Tuolumne Shuttle (authorized service) did not run in 2018 even though we were told by Yosemite Hospitality that it would. They decision to change their mind about the service was relayed to the park after the Guide was published so for the entire summer visitors consistently expected this service and were extremely disappointed and angry that it was not offered.

The 2018 Rafting Season started out with a discussion regarding the 2017 operation concerns, and the NPS expectations for the 2018 season were that YH would not force rafting participants to share rafts, nor would they force un-willing participants to pay for empty seats. YH stated that they understood this. However, when NPS conducted the evaluation, they were told by the ticket booth that if they only had 2 people in their rafting party that they would be paired up with 2 other people. When NPS arrived at the raft launch site, they were not forced to ride with other participants. NPS asked the raft manager about this contradiction and was assured that YH was not forcing participants to ride together. The manager believed the ticket booth information was a miscommunication and stated that he would re-train all staff to understand and communicate the correct policy information.

There were issues with the Valley Floor Tour. It was discovered that tram tours were being cancelled without approval if there were 15 people or less. Various excuses were given by YH, but ultimately it was found to be concessioner policy. The concessioner was directed by NPS to discontinue this.

The Park Service has concerns about the impact of the frequent turn-over of YH Management and staff. Over the past year, the following changes has occurred:

Management/Staffing Changes

YVL GM - Late 2017

Facilities Manager - Late 2017

MYH GM - Early 2018

Recreation Manager - Mid 2018

Tuolumne Meadows Lodge Manager - Mid 2018

Security Officer - Mid 2018

Transportation Manager - Early/mid 2018

Safety Manager - Mid 2018

Financial Analyst - Late 2018

YVL Head of Housekeeping - Late 2018

Facilities Manager - 12/14/2018

An assortment of lower management and staff has also left YH in 2018.

Although NPS has no authority to interfere in the internal business matters of the concessioner, this frequency of staff changes does impact the Park Service:

Institutional knowledge is lost with each change.

Positions are unoccupied until filled, causing lost of focus and responsibility by mgmt for that service.

Lack of specific training for a position due to rush to fill.

Confusion in contact points and change-of-command.

Incidents also do occur from lack of institutional knowledge or proper training of replacements. For example, the Majestic Yosemite Hotel's red entry carpet was removed from the front of the Hotel without NPS authorization. The new MYH General Manager, who although he had Park Lodging experience, was unaware of the special compliance requirements of the MYH, did this removal.

The following is a list of non-compliance issues:

- Establish a Seasonal Housing Complex outside of the Area and move approximately 430 seasonal employees out of the Area (due 3-1-18, YH asked for extended deadline of 3-1-19). YH has stated that it "maintains its position that the El Portal trailer court is the most logical and efficient location for out-of-park housing" per its letter dated November 26, 2017. The contract stipulated that YH was to move approximately 430 seasonal employees out of the "area" which includes government land in Yosemite National Park and the El Portal Administrative Site. The Service granted an extension and intends to work with YH to address this contractual requirement.
- Convert up to 2 Manager Residences to office space (due 3-1-18; YH submitted a project proposal to convert the North Wing of the Village Store into the office space - as of Aug 2018, the project has not been approved by NPS)
- Obtain Certifications: Certified Hotel Administrators (Managers); Certified Rooms Division Executives and Certified Hospitality Housekeeping Executives (due 3-1-18; YH asked for an extension to August 2018. However they did not complete the requirement in this extended time frame. YH again asked for an extension due to the Ferguson Fire. YH stated they will complete the requirement by March 2019)
- Implement Vehicle Management Plan: eliminate at least 10 vehicles; replace 15 with electric; establish no-idle policy; plan re: charging stations; mobile air compressor at winter tire-chain installation locations (due 3-1-18, incomplete)
- Replace 1/3 of fleet with hybrid (due 3-1-18; not completed)
- RFID Tags on Assigned Govt Property AND personal property over \$100 (due 3-1-17; not completed)
- Sensor Array/"RoadNet": install comprehensive sensor array and transportation management system (due 3-1-17; RoadNet is complete; Sensor Array is not complete)
- Concessioner must install over 200 electricity metering sensors in target buildings and rooms to monitor electricity use (due 3-1-17; not completed)
- Energy Efficiency Improvements from mait plan (1)(J)(6)(A) - including install over 100 water monitor devices, complete and provide a water use report, provide service access to daily monitor system, generator replacement, food digester installation, lighting upgrades, occupancy sensors, washer/dryer upgrades, etc... (due 3-1-17; LED project complete, YH stated Water Metering project to be complete in 2019, all others incomplete).
- Replace Fuel Oil Boilers with energy efficient models (one was due on 3-1-18; YH selected the Yosemite Valley Lodge boiler to fulfill the 2018 contract requirement, however it was not completed, YH has stated they will complete it in 2019)

Other Requirements that don't have a specific deadline, but are not being fulfilled:

- Partner with a local university or college with an environmental program to improve its environmental systems
- Employ at least 2 students every season to work on implementing approved water conservation initiatives and evaluate the success of these initiatives throughout the term of the Contract
- Fund at least 25% of a research professor's salary to support its energy conservation goals by investigating new technologies and methods
- Establish an internship program to include at least two graduate students to support the Concessioner's energy conservation program
- Educate visitors about water conservation and energy efficiency initiatives, savings, and benefits, throughout the term of the Contract through In-room signage, non-personal interpretive information regarding conservation measures and accomplishments, twice-weekly interpretive talks, large screen displays in every lobby/registration area, and through the use of a mobile app providing water conservation status through real time data collection (Incomplete)
- Implement a visitor participation program encouraging visitors to pledge to conserve water and a monthly drawing for a free stay
- Employee Engagement: water/energy conservation: The Concessioner must encourage employees to submit suggestions for water conservation and energy efficiency ideas on an annual basis and provide recognition and a monetary award for suggestions implemented in its operations.
- Encourage the use of the public transportation system through interpretive information and discount incentives at food and beverage and retail operations
- Multiple VTS and tow truck requirements not being met.
- Employ Structural Fire Manager that is a Certified Fire Inspector II (YH hired a Safety Manager in 2018 (partially fulfilling the structural fire manager requirement) that they plan to have become a Certified Fire Inspector II in March 2019. YH has not fulfilled this part of the obligation from 2016-18)
- Training Academy: located at Support Facility; for training & required certifications
- Preservation Academy: at Support Facility; for all Maintenance employees (new and refresher)

Other Requirements that don't have a specific deadline, but are not being fulfilled (continued):

- Provide English as a Second Language Class
- Forward Staging Area: stage/store construction materials, heavy equip, new personal property; coordinate move at night (incomplete)
- Half Dome Village: @least 80% locally sourced food and over 50% sustainably sourced
- Half Dome Village: @least 10% of all entrees are heart healthy
- Half Dome Village: menus include nutritional information
- Half Dome Village: food ordering kiosks; digital menu boards; ordering must be offered in at least (5) languages
- Half Dome Village Pavilion: must provide juice station with grab/go and fresh pressed juices and rotisserie
- Yosemite Lodge Food Court: @ least 80% locally sourced and over 50% sustainably sourced
- Degnan's: @ least 80% locally sourced and over 50% sustainably sourced
- Degnan's: @ least 10% portioned / priced for light eaters
- Employ at least 2 maintenance workers with water distribution level 1 license
- Employ at least 2 maintenance workers with grade 4 California certified wastewater professional certification
- Employ Maintenance Coordinator
- Employ other maintenance positions stated in Maintenance Plan (incomplete)

**Missed or Incomplete Contractually Required Reports**

Monthly CFF Reports - By the 15th of the month as part of the monthly reporting, the Concessioner will report on the franchise fee deposit made for the preceding month. Reporting documentation will include a copy of the wire transfer identifying the account and the amount transferred. - In 2018, NPS did not receive copies of the monthly wire transfers. Although, NPS did receive monthly deposits, YH did not provide a monthly copy of the wire transfer. YH has stated they are attempting to correct this.

Monthly RMR Reports - Statements of Reserve Activity. The Concessioner shall submit monthly, not later than fifteen (15) days after the end of each accounting month, a statement reflecting total activity in the Repair and Maintenance Reserve for the preceding calendar month. The statement must reflect monthly inflows and outflows on a project by project basis. (NPS did not receive these monthly reports in 2018 - in January 2019 NPS requested that YH start sending monthly detailed RMR reports)

Monthly and Annual RMR Reports - Repair and Maintenance Reserve Status Reports - The Concessioner must submit a monthly report on the status of projects funded by the Repair and Maintenance Reserve by the 15<sup>th</sup> of each month and an annual summary report by February 15 of the following year. (NPS did not receive these monthly, nor did they receive the annual)

Annual VTS Schedule and Budget Proposals for 2018 were due 10-15-17. NPS received these 12-6-17 (2 months late)

Quarterly VTS gross revenues and costs, with an explanation of substantial deviations from the estimated revenues and costs provided in the annual budget due 30 days after each quarter. NPS did not receive any of these on time for 2018.

Monthly VTS recap of the total number of miles driven by the 15th day of the following month for all Government-Owned VTS Vehicles operated under VTS Operating Plan, along with total number of gallons of fuel consumed and the related costs. Additionally, Concessioner will provide the following information monthly to the Service: Number of trips and ridership, by individual shuttle route. NPS did not receive any of these monthly reports on time for 2018.

Annual VTS Maintenance Reserve Account Report: Within sixty (60) business days from the end of the Concessioner's fiscal year, the Concessioner must provide the Service a statement containing, at a minimum, any VTS Reimbursement Account deposits, withdrawals, and balance on a monthly basis. NPS did not receive this report on time for 2018 (was due 11-28-18).

VTS: Establish and operate warranty tracking/admin program AND Quarterly Warranty Claims Reports - These reports have not been received by NPS.

Annual Reconciliation of the total utility add-on amount collected and actual utility costs incurred (was due 1-15-19, NPS received on 2-8-19)

Pesticide request form requesting approval of anticipated pesticide use (was due 1-15-18)

Concessioner must maintain maintenance log for wastewater treatment equipment which must be submitted annually (was due 10-31-18)

Amount of annual sewage FOG and other wastewater streams generated along with method of disposal (was due 10-31-18)

Employee Housing Plan (was due 7-1-18)

Annual Conservation Plan (was due on 4-1-18, for the year 2017 - this is a unique reporting date because it is due after the AOR deadline so we include the previous calendar year's report in the current AOR)

Winter Protection Plan (was due on 9-15-18)

Annual planned Personal Property replacement, rehabilitation, and repair schedule for the next calendar year (was due on 2-15-18)

Annual Inventory of Hazardous Substances Report (was due on 2-15-18)

Concessioner will perform an annual inspection of the interior spaces and exterior of all Concession Facilities retaining a certified pest control contractor and the Service will be notified 10 business days in advance of inspection. NPS did not receive a notification of this in 2018, nor did they receive any documentation that the inspection took place